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31 Dec 1973, GDS, DoD 5200.1-R; AGO D/A ltr, 29 Apr 1980	

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DEPARTMENT OF THE ARMY
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18
OACSFOR

IN REPLY REFER TO

AGAM-P (H) (23 May 67) FOR OT

86-6-2
INDEXED

11

7 June 67

12 16p.

SUBJECT: Operational Report (6) Lessons Learned, USA Regional
Communications Group (Vietnam) [4]-8

TO: SEE DISTRIBUTION

THIS DOCUMENT CONTAINS INFORMATION AFFECTING THE NATIONAL
DEFENSE OF THE UNITED STATES WITHIN THE MEANING OF THE
ESPIONAGE LAWS, TITLE 18, U. S. C., SECTION 793 AND 794.
ITS TRANSMISSION OR THE REVELATION OF ITS CONTENTS IN
ANY MANNER TO AN UNAUTHORIZED PERSON IS PROHIBITED BY LAW.

1. Forwarded as inclosure is Operational Report - Lessons Learned,
Headquarters, USA Regional Communications Group (Vietnam) for quarterly
period ending 31 October 1966. Information contained in this report
should be reviewed and evaluated by CDC in accordance with paragraph 6f
of AR 1-19 and by CONARC in accordance with paragraph 6c and d of AR 1-19.
Evaluations and corrective actions should be reported to ACSFOR OT within
90 days of receipt of covering letter.

2. Information contained in this report is provided to the Com-
mandants of the Service Schools to insure appropriate benefits in the
future from lessons learned during current operations, and may be adapted
for use in developing training material.

9 BY ORDER OF THE SECRETARY OF THE ARMY:

Operational Rept. for
quarterly period
ending 31 Oct 66.

C. A. STANFIEL
Colonel, AGC
Acting The Adjutant General

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(Continued on page 2)

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DEPARTMENT OF THE ARMY
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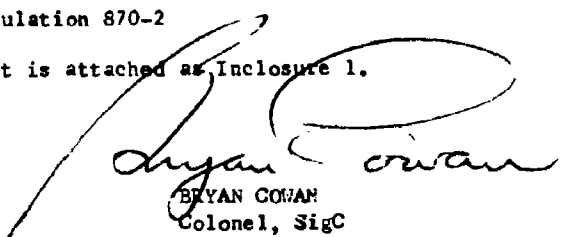
SOEVRG-PO

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966,
Report Control Symbol CSFOR-65.

TO: Commanding General
1st Signal Brigade (USASTRATCOM)
APO 96307

1. Reference
 - a. AR 1-13, dated 26 May 1966
 - b. USARV Regulation 870-2
2. Subject report is attached as Inclosure 1.

1 Incl
as


BRYAN COWAN
Colonel, SigC
Commanding

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SUBJECT: Operational Report for Quarterly Period Ending 31 Oct 66
(RCS CSFOR-65)

SECTION I

SIGNIFICANT ACTIVITIES

1. (U) Office of the Commanding Officer.

a. Headquarters, U.S. Army Strategic Communications Command General Orders Number 63, dated 30 August 1966, organized and assigned the following units to this headquarters:

(1) USASTRATCOM Long Lines Battalion North

Mission: To command and control all assigned and attached long lines communications units.

(2) USASTRATCOM Long Lines Battalion South.

Mission: To command and control all assigned and attached long lines communications units.

(3) USASTRATCOM Facility Da Nang.

→ THE UNIT'S MISSION WAS

Mission: To operate and maintain a 48-line teletypewriter relay for processing message traffic as part of the Defense Communications System in Vietnam.

b. Shortly after USASTRATCOM Long Lines Battalion North became operational it was determined that Pr'Line was not a suitable location for a Long Lines Area Headquarters due to limited availability of air transportation for both personnel and supplies. The Area headquarters was moved to Qui Nhon and certain Long Lines Detachments were reassigned because of this geographical relocation. This change positioned all area headquarters at transportation hubs and major points of entry for supply. The change facilitates command, control, and travel between Area Headquarters and subordinate Detachments; provides a more equitable distribution of responsibilities and equipment; facilitates the control of supplies and equipment upon arrival incountry and the delivery to destination; and lends itself to Phase III expansion.

2. (U) Administration Division.

a. All personnel requirements for the three newly organized units have been requisitioned. However, the requisition-fill action has been less than 50% over-all and only 10% in the administrative/personnel MOS's. Due to the lack of skilled personnel in MOS's 71H, 71J and 71K it was possible to activate only one of the three unit personnel sections programmed to be operational during this quarter. An intensive cross-training program has

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been established to train individual in allied MOS's to perform personnel functions. As a result of this program the unit personnel section for USASTRATCOM Long Lines Battalion North will be activated on/or about 20 Nov 66.

b. In order to be more responsive in providing the command with current personnel information, a project was initiated this quarter to automate personnel data. IBM data cards on all authorized TDA spaces and assigned personnel are being prepared. The first machine print-out will be produced in mid November. This management tool will provide the commander with timely and accurate personnel information and will insure maximum utilization of personnel resources.

c. At the beginning of the reporting period the Security Branch, in administering the Personnel Security Program of this headquarters, was processing the security clearances of all personnel assigned to the Group with the exception of those assigned to USASTRATCOM Facility Phu Lam. With the decentralization of personnel records and the establishment of a Personnel Section at USASTRATCOM Facility Nha Trang security clearance authority was delegated to the Commander of Nha Trang Facility. This was done on 5 September 1966 and the Nha Trang Facility was assisted in setting up a security branch to administer to their personnel. It is planned to follow the same procedure when the Personnel Section of USASTRATCOM Long Lines Battalion North is activated. The benefit derived from this decentralization is a more effective personnel security program which is dependent to a large degree on the ready accessibility of personnel records.

3. (B) Logistics Division

Property book functions have been decentralized. Property books are now established at Hq Det, Reg Comm Gp, at each facility, Phu Lam, Nha Trang and Da Nang, and at Long Lines Battalion North (Pleiku) and Long Lines Battalion South (Vung Tau). The decentralization permits close coordination with country-wide sources of supply and reduces the requirement for in-country movement of supplies and equipment. This action is making the supply system more responsible to unit requirements.

4. (C) Plans and Operations Division

a. USARV Relay Cutover - Installation of KW-7 equipment (10 each full duplex) to terminate the 10 USARV circuits was incorporated into an already existing Class IV project at Phu Lam. Due to a shortage of remote boxes and cables for the KW-7's, installation was temporarily delayed until 15 September 1966. The project was completed with the termination of the final circuit at Phu Lam on 23 September 1966.

b. Da Nang Relay - The relay building, which consists of 6 prefabricated buildings was 45% complete by the end of October. The BCM for the signal equipment is being unitized at Sacramento General Depot and is expected to arrive in country on/or about 25 November 1966.

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The original operational date was 1 October 1966. Due to slippage in receipt of building material and Signal equipment, an operational date of 1 February 1967 has now been established.

c. AN/TTC-48, 50 - The 1st Signal Brigade on 7 September 1966 instructed this headquarters to establish a AN/TTC-48, 50 Contingency Team. On 22 September 1966 USA Regional Communications Group's Operations Plan #2-66 (Contingency Employment of AN/TTC-48, 50) was issued directing the Phu Lam Facility to organize, man, and test the Contingency package. At the end of October the Contingency package had been completely tested in an operational environment and was being maintained at Ca Queo, Vietnam in a state of readiness.

d. AN/MSQ-73 Installation - A requirement was set forth by USA-STRATCOM that AN/MSQ-73 Mobile Technical Controls be provided Vietnam for the interim interfacing of fixed to tactical system until completion of the FICS tech controls. On 7 September 1966 the 1st Signal Brigade tasked this headquarters to install, operate and maintain AN/MSQ-73 at Cam Ranh Bay, Da Nang, and Qui Nhon. After the arrival of the vans at their respective locations, this headquarters issued Operation Instructions #3-66 dated 22 September 1966. The purpose of this instruction was to provide necessary tasking and guidance to command elements. During the month of October the AN/MSQ-73 were prepared for cutover to reterminate existing circuits. The installation and cutover of all three vans has an estimated completion date of 15 November 1966.

e. Reorganization of Plans Branch - During the month of August the Plans Branch of Plans and Operations was reorganized. The reorganization involved the consolidation of personnel in the Engineering Branch and Plans Branch. The primary engineering functions of this headquarters have been transferred to COMNA of the 1st Signal Brigade. The Plans Branch as presently established, (1) exercises staff supervision over development, preparation and coordination of command emergency, contingency, and operational plans, to include Class IV projects when assigned. (2) provides systems and facility engineering support to subordinate commands to upgrade substandard portions of the system to required USA standards. (3) monitors planning and implementation aspects, in coordination with 1st Signal Brigade, of major communications projects.

Revised
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Revised at 12 hour intervals

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SECTION II

COMMANDER'S OBSERVATIONS

1. (U) Personnel:

Morale

Item: Low Morale

Discussion: It has been evident during this period that the number of personnel assigned to Regional Communications Group is not in consonance with increased operational requirements.

a. Despite this personnel shortage, operations have continued to be executed at the expense of extremely long working hours on the part of all personnel. The impact on the morale of the troops is obvious. However, even with the ever present morale problem, it was noticed that operations were not adversely effected.

b. A good lesson learned from this experience is that no matter how long the hours may be, the individual soldier will strive to do his best and even take pride in his job as long as he sees that an attempt is being made to take care of his needs and welfare.

Personnel Planning

Item: Lack of Advanced Information on Personnel Gains.

Discussion: All detailed long range planning of personnel requirements is defeated by the lack of known personnel gain information. This lack of information has caused normal mission operations to become, "crash projects".

Observation: Action is required at DA level and intermediate headquarters to expedite the dissemination of personnel gain information to the operating level.

2. (U) Operations:

Servicing Procedures

Item: Improper and Unnecessary Servicing of Messages by Tributary Stations.

Discussion: Many tributary stations have made no attempt to correct such mechanical errors in messages, as false carriage returns, false line feeds, upper case for lower case and vice versa, etc., before requesting service action. This is violation of Para 402 ACP 127 U.S. SUPP (A)-1.

Observation: All tributary stations have been advised to follow Para 402 ACP U.S. SUPP (A)-1.

Data Coordination

Item: Tributary stations connected with data relay have had minor in-station practices that cause conflict within the net.

Discussion: With the rapid increase of data traffic in SEA, many tributary stations have been activated with insufficient, and in some cases untrained, personnel. This has caused many problems within the data net. During the past three (3) months, data personnel have been placed on TDY to four (4) tributary stations to assist with operations. Supervisory personnel from more than half of the tributary stations have accepted the standing invitation to visit the NARC at Phu Lam. Effective coordination has been established on each of these visits. Supervisory personnel from the NARC have visited six (6) of the tributary stations and established close working relationships. Marked improvement in operations has been noted following these efforts toward procedural standardization.

Observation: Effective coordination and cooperation between newly connected stations pays dividends in daily operations and communications continuity.

Circuit Quality Control

Item: Quality Control

Discussion: The quality of the circuits is the continuing job of all concerned. If each individual link exercises a good quality control program, circuit outages will be reduced.

Observation: Scheduling regular checks on both incoming and outgoing signals, marginal circuits can be detected prior to complete circuit degradation.

Patching Facility

Item: Patch Panel Operation

Discussion: Newly arrived personnel are either unfamiliar with, or not fully trained in, the operation of patch panels or the composition of the details which make up a patch panel.

Observation: By properly labeling each portion of the patch panel (example: Looping (series with ckt), loop (line) and set (equip) with what it does and how it affects the circuits, and constantly updating of cross-connect sheets and schematic diagrams, relatively untrained personnel can operate the panels more efficiently.

Protection of Direct-burial Cable

Item: The protection of direct-burial cable is especially critical at heavily travelled road crossings.

Discussion: Direct-burial cable which must cross heavily-travelled roads is especially susceptible to compressive loads caused by heavy vehicles. Such locations may be additionally protected without the use of conduit by the installation of layers of sand above and below the buried cable and topped with 2" x 6" or other wide lumber laid the length of the road-crossing trench.

Observation: The above method of protecting direct-burial cable is also adaptable for use in areas of heavy construction activity involving the use of jackhammers, picks, and other implements which pose additional hazards to buried cable routes.

Protection of Other Terminals

Item: Outside terminal blocks, cans, junction boxes etc., though weather-proof, still are affected by moisture-produced corrosion. This can be caused by condensation resulting from temperature variations, particularly in monsoon areas, such as Vietnam.

Discussion: Corrosion caused by moisture condensation within closed terminal and junction cans and boxes may be reduced by the use of dessicant commonly found packaged with new equipment and generally discarded. This dessicant, placed in the bottom of terminal cans and boxes, aids in reducing the moisture and condensation to an acceptable level. Replacement of dessicant on a monthly basis is advisable to maintain effectiveness.

Observation: Dessicant should be procured for this purpose.

3. (U) Training and Organization:

Mandatory Training

Item: Mandatory Training and Operational Requirements

Discussion: In the midst of ever-present difficulties concerning operational requirements, personnel were able to participate in normal scheduled mandatory-type subjects, such as Character Guidance, Weapons Training, Range Firing, etc. Continuous attempts are being made to increase mandatory training participation to the maximum, but due to an ever increasing problem concerning operational requirements this has not been possible. In some cases it has been necessary to send men from training back to their operational sections to handle certain unexpected situations. Different methods have been tried to increase attendance at mandatory training without interference with normal operations, but progress made so far is slight. Lesson learned here is that it is very difficult to obtain maximum mandatory training participation unless a reduction in efficiency of operations is accepted.

Observation: Emphasis should be placed on mandatory training as long as it is not detrimental to operational efficiency.

Training of Comm Cen Specialists

Item: Introduction of Personnel to new Cryptographic Equipment.

Discussion: Several new circuits were activated utilizing cryptographic equipment that was unfamiliar to the operators of this station. Insufficient lead time was available for training, therefore the operators had to "learn by doing".

Observation: Prior to bringing new equipment into use, personnel to operate the equipment should be trained on the peculiarities of that particular equipment item.

4. (U) Intelligence: (None)

5. (U) Logistics:

Supply Channels

Item: Parts Servicing

Discussion: About five months ago, initial steps were taken to install a hot water tank heater for a mechanical dish-washer at the Phu Lam mess. On 26 August 1966, the tank exploded. Estimated cost of damages was over \$4,000.00. One Vietnamese woman employee was injured. Lesson learned here is that had the tank been properly designed, construction, and installed, the explosion would probably have never occurred. Due to the nonavailability of adequate parts in the normal supply channels such parts as pump motors, copper tubing, and gauges had to be procured by means other than the supply system.

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This resulted in the hot water system being assembled in a haphazard manner and put into operation 23 August 1966.

Observation: Expediency in operations can normally be accomplished using the scrouging technique, but at times it is better to depend on the normal Army Supply system, even if it takes longer to meet a certain requirement.

Electronic Equipment Handling

Item: Unloading of Heavy Complex Equipment

Discussion: AN/MSG-46 for Nha Trang was brought into country by ship to Cam Ranh Bay and was off loaded to an LST. It was shipped to Nha Trang by LST and was driven off and/or off-loaded onto trucks. Repeated handling increases the possibility of damage to vans and palletized equipment. Some of the interconnect 100 pair cable was damaged somewhere along the route through mishandling by a forklift operator.

Observation: Equipment should be routed by the transportation means that will result in the least amount of handling. An air strip exists at Nha Trang that would have allowed the equipment to be brought in by C-133.

Paper Products Storage

Item: Exposure of teletype paper and paper tape to high humidity has resulted in quantities being destroyed.

Discussion: Paper that has been stored in the open and exposed to the high humidity absorbs moisture to the point where it will not work in teletype equipment. The excess moisture also causes the paper to stick together.

Observation: Storing paper in a protected area, using old stock first, and only opening that paper immediately required, has reduced the paper loss.

Buried Cable Marking

Item: The non-availability of standard markers with which to define buried cable routes requires the use of field expedient markers.

Discussion: Concrete cylinders suitable for use as buried cable markers may be readily made locally on a mass production basis by utilizing concrete sampling breakaway molds commonly found in the vicinity of fixed construction projects. As the concrete within these molds cures, it can be suitably inscribed with required cable identification information.

Observation: The use of concrete sampling breakaway molds for locally produced field expedient cable markers is economical from the standpoint of time and materials. Such molds are easily handled, provide for a minimum of waste, require no modification for use and are re-usable. Mass production of cable markers using these molds is easily achieved.

Substitute Piling

Item: The non-availability of conventional pilings, to support load bearing structures in sandy, swampy or loamy terrain requires the use of substitute piling.

Discussion: Wooden poles made from 3 to 4 inch diameter Cai Cong trees prevalent in RVN and driven to a depth of approximately 30 feet with a high, compact density per square foot, will support most load bearing structures in sandy, swampy or loamy terrain as a substitute for conventional piling. These substitute piles are easily handled, economically fabricated, and resist deterioration when placed in high water content soils. An expedient pile-driver, made of 6 inch diameter pipe with sliding piston, fits conveniently over these small diameter trees and provides for their rapid emplacement. Antenna towers of heights up to 170 feet have been erected using Cai Cong Trees as substitute piles.

Observation: Consider using this substitute before delaying or postponing construction.

6. (U) Other

Maintenance and Repair of AMARS

Item: Insufficient Qualified Personnel

Discussion: The Automatic Messages Address and Routing System (AMARS) was installed in the Phu Lam station about one (1) year ago. It was expected that the primary problem would be with the mechanical portion of the Tally Corp reperforators, and repairmen with a 31J MOS were trained on the Tally equipment. This has proved to be the wrong MOS as the 31J does not have sufficient background to learn the logic circuits of the AMARS in a reasonable time.

Observation: Responsibility for AMARS has been assigned to the Data Maintenance Section, MOS 34D. This MOS is trained in logic and in mechanical functioning. It is expected that the OJT period for MOS 34D on Tally will be about four (4) weeks. An additional four (4) MOS 34D will be included in the next MTDA.

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SCCVOP (31 Oct 66)

1st Ind

SUBJECT: Operational Report - Lessons Learned for Quarterly Period ending
31 October 1966 (RCS CSFOR-65)

HEADQUARTERS, 1ST SIGNAL BRIGADE (USASTRATCOM), APO San Francisco 96307

TO: Commanding General, United States Army Vietnam, ATTN: AVC-DH,
APO 96307
20 DEC 1966

1. (U) IAW AR 1-19, one copy of subject report for the USA Regional Communications Group is forwarded.

2. (U) Concur in the Commander's Observations with the following comments:

a. Item: Low Morale. This headquarters is aware of the fact that the daily duty shift at the Phu Lam Facility is excessive for the type of duty performed; however, there are many compensating factors such as the location of the facility near Saigon, good billets, their own PX and relief from administrative details such as KP through local hire personnel. Action is being taken to fill personnel vacancies which will allow a reduction of duty hours. In addition, this headquarters has initiated an aggressive program to create an awareness in the Phu Lam personnel of the important support they are providing US Forces in Vietnam and the compensation factors they receive in the personnel service area in return for the duty they perform.

b. Item: Lack of Advanced Information on Personnel Gains. Requests for more advanced information on personnel gains has been made by this headquarters to Headquarters USASTRATCOM. Improvement in this area has been noted. For grades E-1 thru E-6, the primary cause of the lack of information is the turbulence in training school output, which results in deletions and substitutions at DA level. This problem is not unique to this organization and will be completely resolved only when the force development is stabilized.

c. Item: Mandatory Training. Paragraph 7b, 1st Signal Brigade Regulation 350-1, Education and Training, permits commanders to deviate from mandatory training requirements when in their judgement the operational mission necessitates such action.

d. Item: Training of Comm Cen Specialists. Whenever possible, instruction is given on new equipment prior to it being placed in operation. In this particular case, the requirement for special training was not recognized in time to provide the training before the equipment became operational.

Incl 1

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SCCVOP (31 Oct 60)

1st Ind

SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending
31 October 1956 (RCS CSFCH-65)

e. Item: Unloading of Heavy Complex Equipment. This headquarters does not concur in the idea that air transportation should be used solely because this type of transportation reduces cargo handling. The most economical means of transportation that will ensure timely arrival of the cargo should be utilized with proper handling and packing procedures to prevent damage to the equipment. If the nature of the cargo is such as to require special handling, i.e. air shipment, request for the type of shipment should be included at the time the shipment is booked with the Transportation Movement Agency. The Regional Communications Group has been informed of the correct procedures.

f. Item: Insufficient Qualified Personnel. Other users of AMARS are being queried concerning this problem. If the information received justifies a change, this headquarters will recommend to Headquarters, USASTRATCOM that functional training be given personnel in MOS 34D in lieu of personnel with MOS 31J.

FOR THE COMMANDER:



WILLIAM A. HIGGINS

Colonel, SigC
Deputy

AVHGC-DH (1 Nov 66)

2d Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 October 1966 (FCS CSFOR-65)

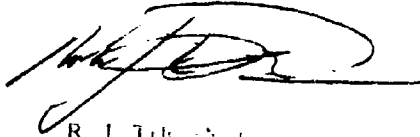
HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOB-OT
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 October 1966 from Headquarters, US Army Regional Communications Group (Vietnam) as indorsed.

2. Concur with the basic report as modified by the previous indorsement.

FOR THE COMMANDER:



R. J. Tibbitts
1st Lt, Army
Asst Adjutant General

1 Incl
nc

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GPOR-OT (31 Oct 66)

3d Ind (C)

SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 October 1966, RCS CSFOR-65 (U) - Hq USA Regional Commo Gp (Vn)

HQ, US ARMY, PACIFIC, APO San Francisco 96358 13 MAY 1967

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

1. (U) This headquarters concurs with basic report as indorsed.
2. (C) Reference paragraph 1, Section II, Basic Report. Both of these conditions (low morale due to shortage of personnel and lack of timely information on personnel gains) are directly attributable to late submissions of authorization documents (MTDA) to DA. As a result, DA was not able to identify grade and MOS requirements nor adequately forecast school requirements.

FOR THE COMMANDER IN CHIEF:


C. R. KOBALY
CPT, AGC
Asst AG

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nc

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Operational Report - Lessons Learned, HQ, USA Regional Communications Group

5. DESCRIPTIVE NOTES (Type of report and inclusive dates)

Experiences of unit engaged in counterinsurgency operations 1 Aug to 31 Oct 1966.

6. AUTHOR(S) (First name, middle initial, last name)

CO, USA Regional Communications Group

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12. ABSTRACT

15

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